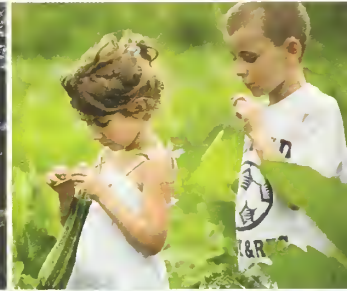
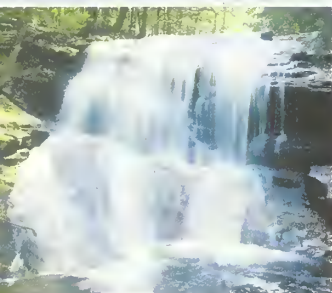


This place we call home.



THE TRUSTEES OF RESERVATIONS  
ANNUAL REPORT 2009





Massachusetts: it's ours  
to love and care for.

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## LETTER FROM THE CHAIR OF THE BOARD

For the past six years, it has been my pleasure to be a part of the inspired ways The Trustees work to make this Commonwealth an incredible place to call home.

The way I saw it, my job as board chair was to be an advocate for and a facilitator of some remarkable organization-changing initiatives. In just a few short years, The Trustees implemented crucial governance reforms, completed an astoundingly successful capital campaign, affiliated with Boston Natural Areas Network, strengthened our Highlands Communities presence, and grew a vital, reservation-based engagement effort through programs and volunteerism.

And, of course, we launched our 10-year strategic plan, *Trustees 2017*.

At the heart of these ambitious initiatives is a fundamental shift in the way we think about and accomplish our work: from saving land for people, to mobilizing people for land.

To save the places we care about – the irreplaceable landscapes and landmarks that are under threat from development and climate change – we need many more people to care. *Everyone* needs to get involved.

Fortunately, people are a powerful force for change. And when we are all speaking up for this place we call home, we speak with a passion that cannot be denied.

F. Sydney Smithers IV  
CHAIR, BOARD OF DIRECTORS



Standing alongside the Concord River at the Old Manse, you can feel time reaching backward and arching forward. Alive with a gentle wind, this spot thrums with possibility and the lives of all who made their home here.

Home is more than a place; it's our connection to land, to people, to memories, and to the stories that tell us who we were, who we are, and who we will become. It's the sum total of all the things we care about.

We devote this year's annual report to our home – Massachusetts – and the things we love about it: The land, our rich history and culture, natural places of incredible beauty, the collaboration of community, the delight of learning, and the responsibility for sustaining it all.

Every one of the more than 100 special places we are lucky enough to care for adds to the story of our Commonwealth. As Trustees, we honor that past and recognize that we are also responsible for building a brighter future for our children, a legacy that will outlive us.

Andy Kendall  
PRESIDENT

# land

When it's gone,  
it's gone forever





Norman Walker, LEFT, and Anne Bullitt, RIGHT, were childhood playmates on Anne's family estate. The new Bullitt Reservation, which will open in spring of 2010, completes a 3,000-acre jigsaw puzzle of conservation land in the Pioneer Valley.



THIS IS A TALE OF CARING, COMMITMENT, AND SERENDIPITY THAT CREATED A STORYBOOK ENDING FOR 262 IDYLIC ACRES IN A PIONEER VALLEY REGION HILLTOWN.

It begins with Anne Bullitt, only child of Louise Bryant and William C. Bullitt, who served as ambassador to the Soviet Union and France in the 1930s. The 262 acres were part of the Bullitts' summer estate in Ashfield where, as a child, Anne spent her days riding her horse and playing in the woods.

Enter Norman Walker, Anne's Ashfield neighbor and sometime childhood companion. "She liked the place for its natural beauty," says Walker. In spite of their childhood friendship, though, the two would never meet as adults.

Finally, enter Bob Pennoyer, who met Walker en route to a Swiss boarding school. Their lifelong bond was formed as college roommates and junior naval officers in World War II. Later, in New York City, Walker became a respected investment manager and Pennoyer built a distinguished career in law.

And Anne Bullitt? She became a well-known horse breeder in Ireland. She never lived in Ashfield again, but she never let her beloved estate go, cherishing a hope to retire there.

In 1983, as Bullitt was preparing her will, she was referred to an estate lawyer: Bob Pennoyer. She expressed her wish that her Ashfield property be permanently protected. When Bullitt fell ill in 2000, Pennoyer worked to ensure her wish was honored. He dialed his old friend Walker, now retired in Ashfield. Walker knew the land and he knew The Trustees, with whom he'd been volunteering for a decade, and, with the help of other volunteers, he began matchmaking right away: "I encouraged The Trustees to take the property when Anne died, and Bob, as executor, to give the endowment."

Years would pass before the story found its happy ending, though. Bullitt remained gravely ill for nearly a decade. But Walker and Pennoyer's commitments to honor her wishes never wavered. They ensured the estate was cared for, stabilized the mansion, restored the nearby large barn, and protected the property with conservation restrictions.

When Bullitt passed away last year, 262 acres were given to The Trustees; the remaining buildings and 103 acres were sold to conservation-minded buyers. "I think Anne would be pleased," says Walker. "She wanted to encourage conservation. Bob and I were just in the right place at the right time."

# history & culture

Exploring the stories of people and place, we come to know who we were, who we are, and who we will be.





In 2008, The Trustees created a map of the Mum Bett Trail, which traces Mum Bett's life and quest for freedom. The trail is part of the Upper Housatonic Valley African American Heritage Trail.



WALKING THROUGH THESE LOW-CEILINGED ROOMS, YOU EXPECT TO HEAR STORIES AS OLD AS THE HOUSE ITSELF. But there's a new story being told by tour guides at the Ashley House. The basics are the same: Colonel John Ashley was a Revolutionary conservative who held every office in Sheffield and lived in what is believed to be the oldest still-standing house in Berkshire County. However, the fanciest residence in town was also home to five enslaved people, including a woman named Mum Bett.

Many Northeasterners don't associate New England with slavery. But, says Rachel Fletcher, co-director of the Upper Housatonic Valley African American Heritage Trail, "Its plantations rivaled those of Virginia." In fact, Massachusetts was the first colony to legalize slavery. By looking more closely at the Ashley household, we begin to understand the full story of slavery and race relations in this country. "This story is at the core of America's destiny," says Fletcher.

In late 1772, all towns in Massachusetts received a call for help from the Patriots in Boston. Colonel Ashley and other leading Sheffield citizens answered the call, drafting the fiery

"Sheffield Resolves." Freedom and liberty were in the air, and Mum Bett heard the debates taking place. Less than nine years later, she prepared her own suit for freedom.

On August 21, 1781, she brought her case to court and won. Two years later, Massachusetts became the first state to end slavery. And today, the Ashley House is an anchor site on the Upper Housatonic Valley African American Heritage Trail.

Telling the full story of the Ashley House is a challenge, Fletcher says. Not only is Mum Bett's life less documented than Ashley's, but slavery is a topic many would prefer to forget. In a society still befuddled by race, "The Ashley House provides a meaningful setting to have a conversation about it," says Fletcher.

Ashley House Committee member Wray Gunn, president of the Sheffield Historical Society and an African American who came of age prior to the Civil Rights Era, says Mum Bett's story "tells us we should not be afraid to climb over the walls, break down the barriers, and open the gates to justice."

# community

Friends, neighbors, and allies are finding common cause: making a difference for the place they call home





Conservationists of the Year: Sisters of Providence Elizabeth Oleksak, Marie Thaddeus Viaux, and Geraldine Noonan, in the fields with local farmers. “This beautiful land will enhance the lives of the people of Holyoke,” says Sister Elizabeth.



TWICE, DEVELOPERS CAME KNOCKING AT THE HOLYOKE DOORS OF THE SISTERS OF PROVIDENCE, LOOKING TO BUY THEIR 26 FERTILE ACRES ALONG THE CONNECTICUT RIVER. AND TWICE THE SISTERS TURNED THEM DOWN.

The Sisters have a bond with the land that couldn't be severed by an offer of money. It's the same bond they have with the city's poorest residents, having served in Holyoke for 135 years. “We have made a conscious decision to be committed to women, the earth, and the poor,” says Sister Joan Mullen, president of the Catholic order.

In 2006, an opportunity came knocking that they couldn't refuse – one that let them step even deeper into that mission. Holyoke-based Nuestras Raíces (Our Roots), a nonprofit promoting urban agriculture and cultural pride among Latinos and immigrant populations, asked the order if they could farm on the land. This time, the Sisters were delighted.

Within a few years, nearly 20 acres had been turned into productive farmland. Dozens of local residents, from master farmers to youth groups, were raising livestock and harvesting bountiful rows of cabbage, squash, chili peppers, tomatoes,

and lettuce. The farmers were not only feeding their families, but selling their produce locally.

By 2009, the Sisters decided it was time to permanently protect their riverfront oasis. They met with The Trustees, who were building a presence in Holyoke, and found they had common goals. Trustees' founder Charles Eliot saw open land and green space as a refuge from the daily pressures of city life. Says Pioneer Valley Regional Director Jocelyn Forbush: “We saw this as an ideal opportunity to make more land accessible to city residents and expand our youth programs, while continuing to support Nuestras Raíces' mission to train farmers and provide the community healthy, local food.”

It's exactly what the Sisters had envisioned for their 26 acres.

When The Trustees suggested the name “Land of Providence” for the new reservation, they had no idea how fitting it was: Sister Joan had just discovered that the order's founder was born in Terre (Land) de Provident, Québec. And fittingly, the word “providence” means “making provision for the future.” Indeed.

WHAT WE CARE ABOUT

# the natural world

When we take care of natural places, we sustain the plants and animals (including ourselves) that depend on them.





“Prescribed” burns are bringing species such as wild indigo, RIGHT, back to Weir Hill. Ecology Program Manager Russ Hopping worked with North Andover Fire Chief William Martineau, Superintendent Chris Ward, and DCR staff to orchestrate the burns.



LIGHTING A FIRE BY MISTAKE IS A SNAP. LIGHTING ONE ON PURPOSE, LEGALLY, IS A LITTLE MORE COMPLICATED. It can only happen when the conditions – wind, humidity, temperature, and other factors – come together in a precise “prescription” that ensures you can control the burn.

It all came together just right on a sunny day last September when Trustees ecologists, North Andover firefighters, and Department of Conservation and Recreation (DCR) staff met atop Weir Hill in North Andover. Neighbors had been alerted and volunteers stood sentry to warn away hikers. Then “burn boss” Joel Carlson gave the signal to light it up.

It seems an odd move, intentionally lighting the woods on fire. But fire has a long history in these woods. “Native Americans used fire to keep the forests open for traveling, hunting, and crop growing,” says Russ Hopping, The Trustees’ Ecology Program Manager. Later, the train from Essex to Lawrence threw sparks that scorched the landscape. “And then there were lightning, vandals, and campers,” says Hopping.

This regular burning created a wild, varied landscape filled with trees, plants, and insects that actually thrive where fire

is frequent. The trouble is, because people have become so good at extinguishing them, fewer fires ignite these days to give these species what they need.

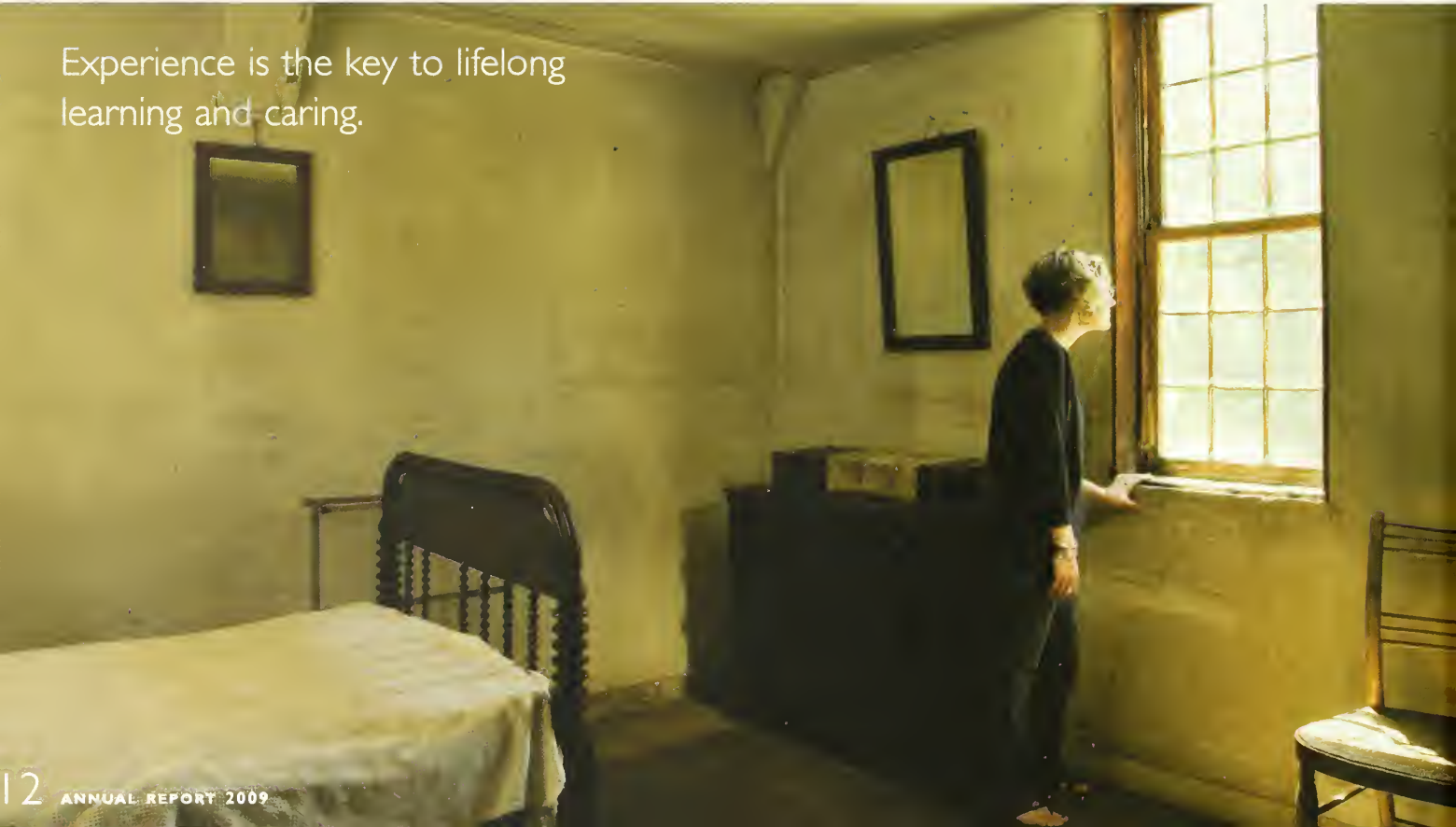
“We’ve been using prescribed fire on our Martha’s Vineyard reservations,” says Hopping. “So, we saw it as a safe, proven tool that could help restore key habitat for fire-loving species here at Weir Hill. Fortunately, the fire chief thought so, too.”

The North Andover Fire Department was a key mover behind the idea. “For The Trustees, this was an ecological burn,” says Chief William Martineau. “For us, it was a way to reduce the fire load and protect citizens.” And, many of his young firefighters had never seen a major brushfire. “It was a win-win,” he says.

Prescribed fire is returning this land, and nearby Ward Reservation, to how it might have looked centuries ago. Blueberries, pitch pine, black oak, and hickory range over the wildflower-dotted savannah atop the drumlin. And species like the frosted elfin, a rare butterfly, are appearing, because the plant where it makes its home, yellow-blossomed wild indigo, “just loves to be burned,” smiles Hopping.

# learning & discovery

Experience is the key to lifelong learning and caring.





LEFT: The Saints' Chamber, wrote Nathaniel Hawthorne in *Mosses from an Old Manse*, bore the title "because holy men had slept, and studied, and prayed there." It's just one attic room now being discovered by visitors to the Old Manse.



ON A RAINY DAY IN JUNE, GUIDE FAITH FERGUSON UNLOCKS A SLENDER DOOR ON THE SECOND FLOOR OF THE OLD MANSE IN CONCORD. A STEEP CLIMB LEADS UP TO THE ATTIC — dusky and bare at first glance. But as you venture into the cramped rooms, swirling scripts, scribbles, and whimsical drawings begin to emerge from the dull gray plaster and warm wood paneling of these humble walls.

For decades, treasures from this National Historic Landmark's 300-year history were stored in the attic, keeping visitors from exploring these garret rooms. That history began in 1770, when Patriot minister William Emerson built the house that would bear witness to "the shot heard 'round the world" in 1775. Later, the Transcendentalist movement was born here, led by Ralph Waldo Emerson, Henry David Thoreau, and others. Today, with the furniture and other remnants of that history safely moved to The Trustees' Archives and Research Center, the long attic hallway is clear, and visitors are flocking to hear the stories long held secret above stairs.

It took a small team of historians, all volunteers, to help The Trustees understand just what was hidden in these five

plain rooms, where the walls themselves were a canvas for the children, servants, enslaved people, and notable visitors who slept, worked, and played here. "It was a slice of American society," says Ferguson. "All were present."

In the "Oratory," a closet-sized space off the small attic nook where servants and ministers slept, dozens of names and messages are still visible. Peering close, you can spot Nathaniel Hawthorne's curving script, signed with a flourish on July 12, 1845, when he lived at the Manse with his wife, Sophia, in the first year of their marriage.

Just down the hall, Edward Emerson Simmons, who would become a renowned American Impressionist painter, honed his skills by sketching on the walls. Many images remain, including the complex underside of a catfish and a giant bee.

There are grander houses in historic Concord, yes. But at this modest manse, history unfolded inside and out. And in its crown, this dusky attic, writers and artists, servants and visitors, were moved by the house's poetry to leave their mark forever.

# climate change & sustainability

We are committed to being green in all that we do. Leading by example we can inspire and energize people to act.

Our LEED Gold-certified green building, the Doyle Conservation Center, Leominster.

Calculate your own carbon footprint at [www.makemesustainable.com](http://www.makemesustainable.com)





CLIMATE CHANGE, ALREADY UPON US, THREATENS THE HEALTH OF OUR PLANET AND THE QUALITY OF HUMAN LIFE.

Close to home, it also imperils the very values and resources The Trustees exist to protect. From the Islands to the Berkshires, the 25,000 acres in our care make an indelible difference in the life of Massachusetts residents; to protect this precious legacy, we must not only lead by example but help the public appreciate the climate threat and the changes it demands of us all.

What we are going to do:

- 1) Strive to reduce our carbon footprint to net zero over 10 years

The Trustees' response to climate change begins with reducing the 1891 metric tons of carbon dioxide and other greenhouse gases that our buildings, our transportation, and our burping cows release each year. After a thoughtful planning phase, we are launching an ambitious three-year plan with aggressive targets to consume less energy, generate our own renewable power, "green" our operations, and offset the rest.

## OUR CARBON FOOTPRINT: 1891 METRIC TONS OF CO<sub>2</sub>e

TRUSTEES ENERGY AUDIT AUGUST 2008

- 2) Nurture the health of our landscapes and landmarks

Because climate change intensifies the stresses on our landscapes and landmarks, we must scale up our efforts, and in some cases, completely rethink them, taking our tradition of far-sighted stewardship to a systems scale. While preserving biodiversity, we will also restore ecologically sustainable landscapes (e.g., turning lawns into grasslands) and fortify historic structures from foreseeable stresses (e.g., protecting fragile slate roofs from violent storms).

- 3) Inspire and energize people to act

With more than 1 million visitors a year, we have the opportunity – and the obligation – to teach by example on a grand scale, educating others and inspiring them to act. From operating our own wind turbines to throwing parties without plastics, we can help people understand the dire complexities of climate change and find ways to be part of the solution.

Climate change is challenging everything we care about and all that we stand for. We will be measured by the courage and scope of our response. And there is absolutely no time to lose.

# land conservation

Saving special places,  
one community at a time.

**Volunteer of the Year Joan Bullard:**  
Her years of tireless work, optimism,  
and gentle persuasion have helped  
save some of the South Coast's most  
distinct landscapes, including Slocum's  
River Reserve in Dartmouth,  
pictured here.





## 2009 FEE ACQUISITIONS

PROJECT | City/Town | Acreage  
Donors/ Partners

Description

BULLITT RESERVATION  
Ashfield/Conway | 262 acres  
**William C. Bullitt Foundation**

Beautiful fields, woodlands, and the remnants of a former farm add to an impressive conservation landscape of nearly 3,000 acres of protected open space that includes The Trustees' Chapel Brook Reservation.

PEAKED MOUNTAIN: ELLIOTT WOODS  
Peaked Mountain, Monson | 37 acres  
**Richard Elliott, Town of Monson**

Named after the owner and local conservationist Dick Elliott, this parcel expands the existing 300-acre Peaked Mountain Reservation. It also provides a key addition to Monson's expanding network of conservation land extending into Connecticut.

PEGAN HILL RESERVATION  
Natick | 1 acre | **Christopher Morss**

Abutting Pegan Hill Reservation, this key parcel contributes to the overall conservation of the reservation and surrounding area.

## 2009 CONSERVATION RESTRICTIONS (CRs)

BOULDER HILL | Monson | 163 acres  
**Boulder Hill LLC**

Woods, streams, wetlands, and critical habitat abut Town of Monson conservation land and are part of an expanding network of protected land that covers more than 2,000 acres.

BULLITT ESTATE | Ashfield | 103 acres  
**William C. Bullitt Foundation**

Beautiful fields, forests, and streams also include the former residence of Bullitt, who served as the first U.S. ambassador to the Soviet Union.

SHADY MAPLE FARM | Salisbury, CT  
77 acres | **John Bottass**

Productive working farm abuts The Trustees' Bartholomew's Cobble, making for an exceptional view from the Cobble's Spero Trail. It will remain an active, working farm that contributes to the local economy and quality of life.

# 2009 CONSERVATION RESTRICTIONS (CRs)

PROJECT   City/Town   Acreage Donors/Partners	Description
ESTABROOK WOODS   Concord 63.5 acres   <b>Middlesex School</b>	Protects a portion of school-owned property in historic Estabrook Woods from impacts of a school expansion. It also protects several historic sites and trails, and provides public access to the Woods.
BIORESERVE   Fall River   54 acres City of Fall River; Commonwealth of Massachusetts	The Fall River Redevelopment Authority (City of Fall River) granted a restriction to The Trustees over forested wetland along the border of the Bioserve. It limits expansion of the adjacent industrial park now under development.
SCHILDKROUT   Westport   52 acres <b>Elliot and Barbara Schildkrout</b>	The Trustees purchased the Conservation Restriction (CR) for \$1.35 million at a bargain sale. Owners will donate the property along with 10 acres protected by an earlier CR to Westport Land Conservation Trust.
HOUSATONIC ROD AND GUN CLUB Great Barrington   41 acres <b>Berkshire Natural Resources Council (BNRC)</b>	A generous neighbor and donor helped BNRC purchase these woodlands along the Williams River. BNRC then gave The Trustees a CR on the land. Together, we will provide long-term care of the land, which provides habitat for rare species.
STETSON KINDRED   Norwell 36 acres   <b>Stetson Family</b>	The Stetson Family, with connections to this land stretching back to the 1600s, has donated a CR to ensure the permanent protection of these 36 acres of scenic upland and wetland along the North River.
CLARK WOODLANDS   Edgartown 21 acres   <b>George and Charlotte Clark</b>	These 21 acres of pitch pine/oak forest add to the existing CR donated by George Clark in 1999, creating a 40-acre corridor of protected land between scenic Meeting House Way and Meshacket Cove in Edgartown Great Pond.

# 2009 CONSERVATION RESTRICTIONS (CRs)

PROJECT | City/Town | Acreage  
**Donors/Partners**

Description

**BRASS KETTLE BROOK** | Cohasset  
5.5 acres | **Town of Cohasset**

Part of the larger, 150-acre Brass Kettle Brook Conservation Area, this parcel is next to Whitney & Thayer Woods, where The Trustees are helping the Town protect public drinking water watershed lands.

## 2009 CONSERVATION ASSISTANCE PROJECTS

Massachusetts Land Conservation Trust, Inc. (MLCT) is the transactional affiliate of The Trustees of Reservations.

**BIORESERVE** | Fall River | 4,300 acres  
City of Fall River; Division of Fisheries  
and Wildlife; Department of Conservation  
and Recreation

The City of Fall River transferred a CR to the Commonwealth of Massachusetts over its watershed lands as part of the multi-party Bioreserve project to protect 13,000 acres in Fall River, Freetown, and Dartmouth.

**CORNELL FARM** | Dartmouth  
127 acres | **Cornell Trust**; Dartmouth  
Natural Resources Trust; U.S. Fish & Wildlife  
Service; Pew Charitable Trusts

This working farm with ecologically valuable wetlands and salt marsh borders 109 acres of protected farmland and 350 acres of conservation land that is open to the public. It opened as a Trustees reservation in September 2009.

**MINISTERIAL LANDS** | Rehoboth  
63 acres | U.S. Fish & Wildlife Service;  
Rehoboth Land Trust

The Trustees provided a bridge loan and helped with local fundraising for the purchase of this 63-acre, ecologically rich property.

**TURTLE ROCK FARM** | Westport  
45 acres | U.S. Fish & Wildlife Service;  
Westport Land Conservation Trust

In 2007, MLCT purchased this picturesque farm in order to protect it with a CR and then sell it to a private buyer, which was accomplished in December 2008. A generous grant from U.S. Fish & Wildlife Service enabled this project.



# 2009 CONSERVATION ASSISTANCE PROJECTS

PROJECT | City/Town | Acreage  
Donors/Partners

Description

SCOTT ESTATE | North Hadley  
34 acres | Kestrel Trust; Department of  
Conservation and Recreation; Massachusetts  
Land Conservation Trust, Inc. (MLCT)

MLCT acquired this farmland near Mount Warner as part of a larger transaction involving five partners preserving 100 acres in Hadley. MLCT conveyed a CR /Agricultural Preservation Restriction to the Commonwealth, then sold the restricted land to the farmer who has worked the land for 20 years. The Open Space Institute provided financing.

OSCAR PALMER FARM | Westport  
29 acres | Westport Land Conservation  
Trust; MLCT; Town of Westport

Iconic farm borders more than 300 acres of protected farmland and contains one of Westport's oldest farmsteads.

BIRCHFIELD FARM | Dartmouth  
27 acres | **Birchfield Farms, Inc.**

This 27-acre farm will be managed in conjunction with neighboring Cornell Farm.

SHERMAN ESTATE | Marion | 16 acres  
Town of Marion and Marion Open Space  
Commission (MOSAC)

At town request, MLCT purchased this key property near East Over Reservation. The house will be sold, then MOSAC will purchase the remaining land.

MASON STREET PARCEL | Rehoboth  
12 acres | Rehoboth Land Trust

Protects significant habitat and water resources along the Palmer River.

CHARLES RIVER | Dover  
6 acres | **Charles and Maud Rheault**

The Rheaults donated a CR on their land in 2007, then gave MLCT a 40% interest in the scenic property and residence in 2008. Proceeds from the property sale will benefit our Charles River Valley work.



Naumkeag, Stockbridge

## 2009 CONSERVATION ASSISTANCE PROJECTS

PROJECT | City/Town | Acreage  
**Donors/Partners**

Description

LEONARD'S POND | Rochester  
2.75 acres | Rochester Land Trust

Preserves scenic views of Leonard's Pond as seen from East Over Reservation. The Rochester Land Trust was awarded a Conservation Partnership grant for this acquisition, which was funded in part by The Trustees and local fundraising efforts.

DUMONT | Westport | 1.5 acres  
Westport Land Conservation Trust (WLCT)

This parcel, purchased by WLCT, has the potential to connect to a larger area of open space.

NAUMKEAG | Stockbridge  
Aso Tavitian; Marian Fathers of the  
Immaculate Conception

Updated easements were exchanged with neighbors, allowing The Trustees to replace damaged sewer lines and connect Naumkeag to the town sewer in a more favorable location.

# senior management team report

Cutting the ribbon on Cormier Woods  
(L - R): Trustees President Andy Kendall;  
Chair of the Uxbridge Board of Selectmen  
Kevin Kuroi; State Representative Jennifer  
Callahan; State Senator and Uxbridge  
resident Richard T. Moore; and Trustees  
Volunteer Paul Milke.



## One hundred reservations and growing.

IN 1891, CHARLES ELIOT HAD A VISION OF LAND SAVED FOR EVERYONE, FOREVER. THAT VISION IS AS IMPORTANT TODAY AS IT WAS MORE THAN 100 YEARS AGO. As we battled this year's tough financial realities, we reminded ourselves that Eliot's vision has survived many an economic downturn, and it will survive this one.

In fact, it was a year of great accomplishment. We reached a remarkable milestone in October with the opening of our 100th reservation, Cormier Woods in Uxbridge. We celebrated the occasion with festive events across the Commonwealth, opportunities to thank, once more, those who had helped preserve these special places, and acknowledge the efforts of all who love and care for them.

Two years into our ten-year strategic plan, *Trustees 2017*, we focused this year on long-term strategies for success:

- identifying mission-critical land conservation opportunities, roughly 25 special properties, for consideration as reservations;
- launching the Inclusion and Diversity Council to help The Trustees become a more welcoming organization – a key factor in our ability to grow the conservation movement;
- completing an organization-wide audit of our carbon footprint and committing to reduce our energy use to net zero by 2017;
- ramping up our advocacy efforts, focusing on the Community Preservation Act, land use planning, and policy and legislation closely related to our mission; and
- dramatically increasing the opportunities for volunteerism, knowing that when people actively participate in conservation, they come to care, and we need many, many more people who care.

It was a challenging but remarkably productive year, thanks to the commitment, professionalism, and exceptional teamwork of our staff, board, and volunteers. We'd like to thank our colleagues for their hard work and dedication, and look forward to working with all of you to continue to advance the cause we care about.

Andy Kendall  
PRESIDENT

Kathy Abbott  
EXECUTIVE VICE PRESIDENT,  
VICE PRESIDENT FOR  
FIELD OPERATIONS

Valerie Burns  
PRESIDENT, BOSTON NATURAL  
AREAS NETWORK,  
VICE PRESIDENT, THE TRUSTEES  
OF RESERVATIONS

Melanie Ingalls  
VICE PRESIDENT FOR EDUCATION  
& STRATEGIC ENGAGEMENT

John McCrae  
VICE PRESIDENT FOR FINANCE  
& ADMINISTRATION / CFO

Kate Saunders  
VICE PRESIDENT FOR ADVANCEMENT

Wes Ward  
VICE PRESIDENT FOR  
LAND CONSERVATION

# financial report



Employee of the Year Alan Jutras,  
Director of Finance: A calm port  
in the economic storm.

## Holding steady.

FISCAL 2009 PRESENTED ONE OF THE MOST CHALLENGING OPERATING ENVIRONMENTS IN RECENT MEMORY. The ongoing economic uncertainties affected our annual fundraising and membership revenues, while the poor summer weather also hampered revenue from property visitation. Increased operating support from investments (SEE BELOW) did help our overall operating revenues grow by 3% over the prior year, but on the expense side, the dramatic rise in oil prices drove up fuel, travel, and utility costs.

Fortunately, we recognized these challenges early and began to develop and implement contingency plans right from the outset of the fiscal year. Revenues were closely monitored, and we acted quickly to reduce discretionary spending and manage vacant staff positions. While our overall expenses for Fiscal 2009 were higher than 2008 levels, the final results reflect a 3% reduction from planned spending. And, as a result of careful oversight, we were able to achieve our organizational and financial goals as well as maintain existing staffing levels.

Operating support from investments provided \$6.4 million of operating revenue, a 21% increase over the prior year. Our spending calculation applies a 5% rate to the market value of investments for the most recent 12 quarters. This approach,

which is widely used, is designed to have a smoothing effect on market fluctuations. Nonetheless, we are preparing for the negative effects of sustained market weakness on future years' spending calculations. During the fiscal year, we realized a decline of 26% in our endowment value driven mostly by the significant decline in equities for the 12 months ended March 31, 2009. The Investment Committee met more frequently during 2009 and continues to actively respond to market conditions and new investment opportunities.

There are certainly more challenges ahead, but we are confident that with continued effective management of our resources and guidance from our strategic plan, *Trustees 2017*, we can successfully weather the current economic storm. I am pleased to welcome John McCrae back to The Trustees as Chief Financial Officer, and wish to express my personal thanks to the Board of Directors, the Finance and Investment committees, and all of the staff – in particular Andy Kendall and Alan Jutras – for their efforts and commitment during this challenging year.



Franz Colloredo-Mansfeld  
TREASURER



# Operating Results

IN THOUSANDS OF DOLLARS

	FY 2009	FY 2008	CHANGE	%
<b>INCOME</b>				
Operating Support from Endowment	\$ 6,419	\$ 5,319	\$ 1,100	21%
Property & Other Revenue	5,277	5,328	(51)	(1%)
Membership	2,928	2,929	(1)	—
Contributions	2,778	3,062	(284)	(9%)
<b>INCOME BEFORE GRANTS &amp; INTERNAL TRANSFERS</b>	<b>\$ 17,402</b>	<b>\$ 16,638</b>	<b>\$ 764</b>	<b>5%</b>
Grants & Internal Transfers	2,286	2,437	(151)	(6%)
<b>TOTAL OPERATING REVENUE &amp; SUPPORT</b>	<b>\$ 19,688</b>	<b>\$ 19,075</b>	<b>\$ 613</b>	<b>3%</b>

## FISCAL 2009 INCOME

Operating Support from Endowment	33%
Property & Other Revenue	27%
Contributions & Transfers	26%
Membership	15%



## FISCAL 2009 EXPENSES

Program Services	76%
Advancement	16%
General & Administrative	8%



## Operating Results

IN THOUSANDS OF DOLLARS

EXPENSES	FY 2009	FY 2008	CHANGE	%
PROGRAM SERVICES:				
Field Operations	12,758	12,204	554	5%
Land Conservation	945	834	111	13%
Garden Stewardship /BNAN	909	796	113	14%
Education & Engagement	287	297	(10)	(3%)
TOTAL PROGRAM SERVICES	14,899	14,131	768	5%
SUPPORT SERVICES:				
Advancement				
Fundraising	1,571	1,443	128	9%
Membership	892	851	41	5%
Communications & Marketing	793	807	(14)	(2%)
General & Administrative	1,520	1,438	82	6%
TOTAL SUPPORT SERVICES	4,776	4,539	237	5%
TOTAL EXPENSES	19,675	18,670	1,005	5%
NET SURPLUS	\$ 13	\$ 405	\$ (392)	(97%)

## Investments, Market Value

IN THOUSANDS OF DOLLARS

	FY 2009	FY 2008
Beginning Balance	\$131,347	\$119,992
Contributions/Other Changes, net	3,378	6,152
Spending rate transfer	(6,419)	(5,319)
Net Unrealized/Realized Gains (Losses)	(34,837)	10,522
<b>TOTAL INVESTMENTS</b>	<b>\$ 93,469</b>	<b>\$ 131,347</b>

## Gift Income

IN THOUSANDS OF DOLLARS

	FY 2009		FY 2008	
	Amount	Donors	Amount	Donors
Contributions	\$ 2,778	4,823	\$ 3,062	5,538
Membership	2,928	38,362	2,929	38,761
Endowment	2,030	165	1,833	468
Gifts & Pledges for Special Purposes	8,384	664	13,188	375
<b>TOTAL</b>	<b>\$ 16,120</b>	<b>44,014</b>	<b>\$21,012</b>	<b>45,142</b>

Long Hill, Beverly



## Utilization of Net Surplus from Operations

IN THOUSANDS OF DOLLARS

	FY 2009	FY 2008
Capital Projects	\$ 13	\$ 350
Other Strategic Initiatives	—	55
TOTAL UTILIZATION OF NET SURPLUS FROM OPERATIONS	<u>\$ 13</u>	<u>\$ 405</u>

NOTE: The amounts above reflect all endowment funds (permanent and Board-designated) including the Budd Trusts. Copies of the audited financial statements are available upon request.

support

Moose Hill Farm, Sharon

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*Semper Virens Society*  
members Syd & Mundi  
Smithers at their home  
in Pownal, Vermont.

## Syd Smithers is cheerfully wrapping up an incredibly productive six years as chair of The Trustees' Board of Directors.

But there was a time when his outlook on the organization wasn't quite so rosy. Yes, he and his wife Mundi did become members back when he was a Boston University law student and she taught school. And they were delighted to learn, after buying land for their dream house, that it bordered Notchview, a stunning, 3,000-acre Trustees reservation in Windsor, Massachusetts.

Jogging there one day, Syd found an old hearthstone in a cellar hole in the woods – perfect for their new living room. He asked The Trustees for it – and was a little shocked when they said no. To The Trustees, the hearthstone was part of the story of Notchview and the 19th-century farmers who tried to cultivate this rugged landscape. It didn't belong in someone else's home.

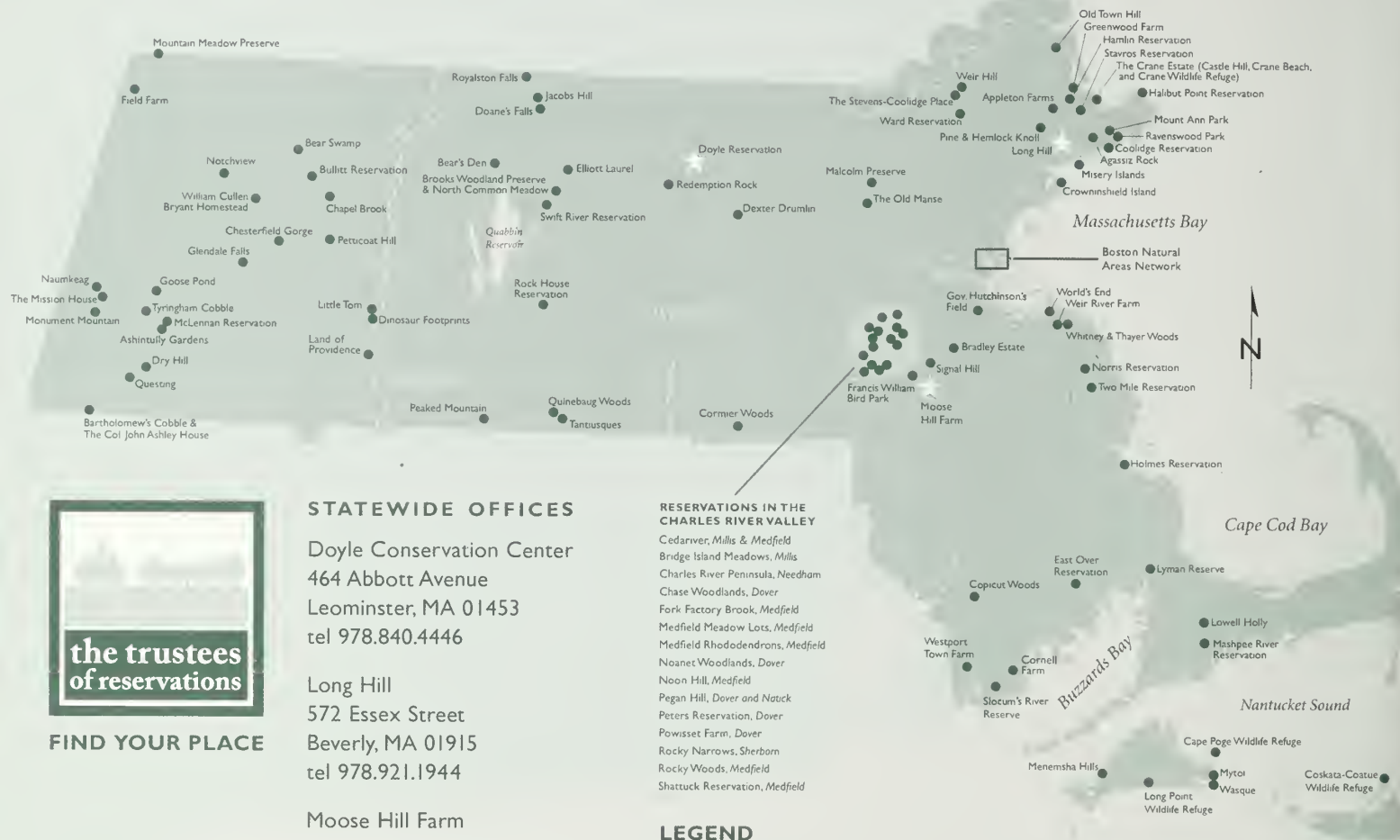
"In a fit of pique," Syd and Mundi didn't pay their dues for a while.

In time, though, the Smithers' connection to Notchview began to deepen. Their children built forts there. Syd ran hundreds of miles on the roads and trails, and Mundi loved

listening to the birdsong. In winter, the family cross-country skied right out their door to the reservation's world-class trails.

So, in 1975, they rejoined. In the mid-1980s, they began volunteering, eventually becoming Corporate Trustees. Syd served in a host of leadership roles, helping "to strengthen the organization's fulfillment of its mission." And, in 1993, Syd and Mundi donated the 93-acre Smithers Woodland Preserve to The Trustees, expanding their beloved Notchview.

Over the past three decades, The Trustees have seen tremendous growth and change – and Syd has been leading the charge for much of it. But, even as he prepares to step down as Board chair, he knows that he and Mundi still have much to contribute – in their lifetime, and beyond. "You never escape this organization," Syd chuckles. And that's why they have provided for The Trustees in their wills. "I see joining the *Semper Virens Society* as setting an example and benefiting The Trustees with the fruits of my work outside the organization," Syd says. "While we aren't perpetual, we know these open spaces will be."



the trustees  
of reservations

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COVER

FROM BACK TO INSIDE COVER TOP ROW:

Pope John Paul II Park, Dorchester; Bradley Estate, Canton;

Field Farm, Williamstown; Powisset Farm, Dover;

Notchview, Windsor; Weir River Farm, Hingham

BOTTOM ROW:

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Home away from home.

Keys to the bachelors' quarters at Castle Hill  
on the Crane Estate, Ipswich.

